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INSPECTOR GENERAL REPORT OF SURVEY

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OF THE OFFICE OF FINANCE

See Comp

Recommendation No. 7

The Director of Finance prepare and submit to the Deputy Director for Support for approval a phased program for broadening the rotational base of the Finance Career Service over the next five years for providing flexibility to meet contingency requirements and for ensuring orderly planning and control of the rotational cycle.

Action or Comment

As I see it the principal elements that contribute to a broad rotational base and a flexible Career Service are:

- (1) Recruitment of personnel with high qualifications, flexibility and potential;
 - (2) Appropriate training of employees both new and old; and
 - (3) Elimination to the extent feasible of inflexible and marginal employees.
- a. In August 1966 I directed the Director of Finance and the Director of Personnel to give priority attention to the recruitment of flexible high quality finance careerists. I have just completed a review of the 44 finance employees recruited through the direct recruitment program during the past 18 months and have ascertained that proper recruitment criteria have been established and that high recruitment standards are being maintained. Some progress has also been made during the past year in the assignment of more C/T's to the Finance Career Service. I believe, however, that the number, flexibility, and quality of C/T's assigned to the Finance Career Service can be further improved and have asked the Director of Training and the Director of Finance to establish a positive program to increase the input of qualified C/T's into the Finance Career Service.

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I have also directed the Director of Finance to continue to hold to high qualification standards whether the recruitment is obtained through the CT Program or by direct recruitment and to emphasize obtaining personnel who, in addition to having high educational qualifications, possess the necessary interest, flexibility, and potential to become good managers as well as competent technicians.

- b. As indicated in the IG Report, the Office of Finance has conducted extensive training. I have asked the Director of Finance to continue to give strong emphasis to internal and external formal training, as well as training on the job, and through planned rotation. Also, as indicated in response to Recommendation 4, steps are being taken to establish a Class A training program for persons to be assigned to Class A stations.
- c. The Director of Finance has, in accordance with, and within the limitation of Agency policy, taken steps to identify marginal and limited employees and has been successful in some cases in persuading such employees to avail themselves of early retirement options or to obtain employment elsewhere.
- d. In order to provide flexibility to meet contingency requirements and in order to ensure orderly planning and control of the rotational cycle, I consider it essential that the Office of Finance establish a Development Complement, or some similar mechanism. Such a Complement will, if adequately staffed, permit rotation, without vacancies of long duration, and will minimize removal of personnel from positions on short notice, and before such personnel have served a normal tour of duty in the positions from which they are being transferred.

The establishment of a Development Complement mechanism will be accomplished as a part of a general reorganization of the Office of Finance. The allocation of the estimated 30 slots required to staff such a Complement, so that it may effectively

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serve the purpose intended, poses a difficult problem in view of current ceiling limitations. The Director of Finance will, in the course of the reorganization of his Office, attempt to make available within his Office some additional Development Complement positions. I will, to the extent permitted by ceiling limitations, attempt to provide additional slots as necessary. From a long range standpoint some additional man power is expected to be obtained through increased mechanization now being planned through the SIPS Program. Unfortunately, this does not offer an immediate solution to the problem.

- e. The actions outlined above will, I believe, serve to broaden the rotational base and develop the skills and flexibility required for an orderly rotational program to the extent that adequate resources are available for implementation.

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INSPECTOR GENERAL REPORT OF SURVEY
OF THE OFFICE OF FINANCE

Recommendation No. 11

The Director of Finance re-establish the former Financial Analysis Staff of the Office of the Comptroller by merging the various analytical operations now being performed in the Office of Finance, combining them with the liaison function, and charging the Financial Analysis Staff with responsibility for devising and pursuing an effective financial analysis program.

Action or Comment

The revised mission of the Office of Finance, proposed in response to Recommendation No. 1, contains a description of the Office of Finance financial analysis function which it is believed conforms to the thinking expressed by the Executive Director-Comptroller recently in a meeting attended by the Inspector General, the DD/S, the Director of Finance, and the Director of PPB. The financial analysis functions so described in item J of the revised mission and functions are integral parts of the functional responsibilities of the divisions and staffs of the Office of Finance; and it is, therefore, not believed advisable to combine them into a single financial analysis staff as recommended by the IG.

